Organizational Behavior and Work
37:624:345 Section 90

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To Interact: Send a message via Canvas Inbox messaging tool (Inbox Icon in Canvas)
Call: 609-545-7835; Schedule a online virtual meeting

This course is taught 100% online using the **Canvas** LMS.
Canvas login: https://canvas.rutgers.edu/

Get Help
Need Assistance with a technical question?

It is the student's responsibility to be able to perform technically in the course. Contact helpdesk staff if you need assistance using the **Canvas** LMS. Your instructor cannot assist you with technical issues – but the helpdesk staff can!

Helpdesk: Rutgers Office of Information and Technology (OIT)
Email: https://it.rutgers.edu/help-support
Call: 833-OIT-HELP

What do we address in this course?

Course Description: Behavior by individuals and groups in the workplace; group and inter-group dynamics; organizational culture, structure, and change; leadership, employee motivation, job performance, and feedback.

Course Requirements

Readings and Other Resources

Textbook – Preloaded into the Online Course Shell

Griffin, Ricky W., Phillips, Jean. M. & Gully, Stanley. M. (2020). Organizational Behavior: Managing People and Organizations (13th Edition), Cengage. ISBN: 978-1-305-50139-3

NOTE: Students must purchase required course resources through the Rutgers First Day program. With the Rutgers First Day program, students access the required materials for this course at a discounted price. **Students pay for all Cengage course material as part of the bill for the course.**

DO NOT OPT-OUT OF PURCHASING THE COURSE MATERIAL. This course uses Cengage MindTap resources, which includes a digital version of our course textbook along with other required Cengage MindTap course resources. *Students cannot purchase an old hardback copy of the text and be able to access all the materials we use in the course.*

The Rutgers Bookstore has a customer care center to assist students. If you have any questions about purchasing the Cengage MindTap materials call: 1-844-9-EBOOKS (1-844-932-6657)

Other Resources

Other required resources, including videos, journal articles and Internet material are preloaded into the course.

Learning Objectives

The students in School of Management and Labor Relations are able to:

o **Understand Context:** Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work. (Goal V – DEI) *Measured through evaluating quality of:* Discussion #3: Perception of Fairness, Justice, and Trust in the Workplace)

o **Application**: Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI). *Measured through evaluating quality of:* Portfolio 3: Parts 7 – 10 Communication (focus on listening skills); Conflict Management; Working with Power and Influence

o **Professional Development**: Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII). *Measured through evaluating quality of:* Discussion #5: Employee Negotiation Strategies

Assignments

Assignments & Assessments		
Discussions	280 points (28%)	3 @60 points (Out of 4 possible) - 180 1 @ 100 points (includes essay as original comment)
Quizzes	270 points (27%)	9 Test Yourself Quizzes @ 30 points – 270 points
Portfolio	390 points (39%)	3 Parts @ 130 points each
Introduction Assignments	60 points (.60%)	Attending to Canvas Account Information 10 points Initial Reflections on OB Essay – 50 points

Discussions

Worth 280 points **(28%)**

Forum 2 is worth 100 points; Forums 1, 3 – 5 are worth 60 points each.

Forum#/Week	Topic
#1 / Wk. 1	Employee and Organization Perspectives and Relationship
#2 / Wk. 3	The Contemporary Organization and Organizational Culture
#3 / Wk. 7	Perception of Fairness, Justice, and Trust in the Workplace
#4 / Wk. 9	Theory and Real-World Teams
#5 / Wk. 12	Employee Negotiation Strategies

Students must participate in 3 of the 4 forums 1, 3, 4, 5

Students can skip one of the following forums during the semester with no penalty – Forum 1, 3 – 5. If a student participates in all forums noted, the lowest forum score will be removed from their gradebook. <u>Point Worth for 1, 3 – 5 discussions</u>: 30 points for original comment; 21 points for discussion; 9 points meeting technical requirements

Students must participate in Forum 2.

Students are organized into discussion groups of around 10 members.

<u>Point Worth for Forum 2:</u>   50 points essay on contemporary issue (This will serve as a student's original comment); 40 replies centering on organizational culture; 10 points meets technical requirements (6 point deduction for late upload of essay into forum 2)

Discussions are "post first." Students must make an original comment before viewing content of learning community member comments. Forums open Thursdays; first comment by Saturday; Close Tuesdays 11:59 pm.
A grading rubric is used for all discussions.

Assessments

Test Yourself Quizzes
Worth – 270 points (27%) Nine (9) assessments – each 30 points

Nine weeks during the semester a brief test yourself quiz is assigned. Questions are organized under headings that represent the major topic areas in a chapter of the course textbook.

Students should recognize the test yourself quizzes as a learning opportunity. Each topic area in a quiz can be completed up to three times. Questions do not repeat. After submitting each set of questions in a topic area, students receive feedback according to the answer chosen for the questions.

Quizzes must be taken the week they are assigned. Students can review answers to the questions each time a topic area is submitted.

Portfolio

Worth – 390 points **(39%)**
Three Portfolio sections, each 130 points

Students use self-assessments embedded into the course to investigate their perspectives, attitudes, behaviors, and competencies associated with course concepts.

There are 3 Portfolios. Within each Portfolio students complete and then reflect upon 3 individual self-assessments. A total of 9 assessments are completed throughout the semester.

Portfolios are graded according to the extent to which high quality responses are developed. Points are earned through quality reflection on: 1) responses to assessment questions, assessment feedback – _worth less points_ - and 2) knowledge of course content associated with the assessment topic – _worth more points_.
Instructions, a template, grading rubrics and several samples are provided.
Schedule of self-assessment assignment and submission of Portfolio section:

Portfolio/Part	Assessment	Suggested Completion Week	Submit
Portfolio I			
Part 1	Diversity Awareness	Week 3	
Part 2	Locus of Control	Week 5	
Part 3	What is Your Learning Style?	Week 5	
Portfolio 1: Parts 1 - 3			Week 6
Portfolio II			
Part 4	Do You Follow Your Feelings?	Week 7	
Part 5	What Is Your Preference for Teamwork?	Week 8	
Part 6	How Do You Approach Decisions?	Week 10	
Portfolio 2: Parts 3 - 5			Week 10

Portfolio III			
Part 7	Listening Self-Assessment	Week 11	
Part 8	Your Preferred Conflict Management Style	Week 12	
Part 9	How to Gain Power and Influence People	Week 13	
Portfolio 3: Parts 6 - 9			Week 13

Introduction Assignments

Worth - 60 points **(.60%)**
Attending to Canvas Account Information - 10 points
Initial Reflections on OB Essay – 50 points

Attending to Canvas Account Information
Publish digital image (3 points); publish a bio that includes academic, work and personal information to help learning community and your professor learn more about you. (7 points)

Initial Reflections on OB Essay
After reviewing required and recommended resources and locate any relevant Internet materials, students meet three stated objectives for the assignment through a 500 word essay. Students exhibit the ability to make both an academic and personal connection to our overall subject and the topics we explore throughout the semester; showcase critical thinking and provide a high quality writing sample.

Course Policies

The course begins the 1st day of the semester. This is an **asynchronous** course. The course week begins on **WEDNESDAYS**.

Message Checking Policies
Messages Sent to Professor's Canvas Inbox

Unless students receive advance notification, your professor will check her Canvas Inbox by 10:00 am ET on regular workdays. (This excludes Sundays and Thanksgiving Break.) If a student sends a comment or question, the instructor will address the contents of the message within 24 hours.

Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

Weekly Message on Wednesday

A weekly message will be uploaded into the announcements area of the course Wednesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

Taking Quizzes and Forum Engagement

Quizzes are open all week: Wednesday – Tuesday 11:59 pm.

Forums 1, 3- 5
All students are responsible for offering 3 comments in forum discussions. First comment deadline is set for Saturdays, 11:59 pm the week forums are held. When a student does not

participate fully or at all by 11:59 pm on the day the commenting period closes, points cannot be made up.

Special Forum: Forum 2 involves a 450 – 500 word essay (plus resources appropriately listed) as the original comment. Original comment is due week 3; peer discussion comments/replies are due week 4. Late deduction for original comment (essay) if uploaded in week 4.

Late Submission Policy – Portfolio and Week 1 Initial Reflections Essay

Portfolio sections and the Initial Reflections assignment can be submitted up until 11:59 pm on the stated due date with no penalty. Late submissions will be accepted up to 48 hours late from the due date and time for a deduction of 10% of the points attributed to the assignment. (This is a deduction of one letter grade.)

> *Things happen.* When you don't have to attend a class session in person, it's easy to let a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use: the computer or Internet connection will act up at the most critical time. Because "things happen" it's a best practice not to wait until the last minute to take the quizzes, submit a Forum comment, or upload a Portfolio or writing assignment.

Grading

Each assignment is worth a certain number of points as identified in the assignments section of the syllabus. Highest number of points a student can earn is 1,000. Points accumulate to determine final percentage grade (percent of 1,000 points.) Information concerning use of one's gradebook and assignment rubrics for each assignment is available in the course shell.

Outstanding	**Very Good**	**Good**
100 – 90% = A	89 – 87% = B+	86 – 80% = B
Satisfactory	**Poor**	
79 – 77 points = C+	66 – 60 = D; 59% =F	
76 – 70 = C		

Academic Integrity

Conduct yourself in accordance with the Rutgers University Academic Integrity policy.

http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/

Recognize Best Practices and Use Them to Achieve Success

Students are offered specific directions on how to complete each assignment within the course. In addition, specific grading rubrics are published so that students understand how each assignment will be graded. It is expected that students will be attentive to directions and the grading criteria for assignments. *Paying attention is in the student's best interest.*

It is the student's responsibility to review best practices/grading rubrics and ask questions prior to submitting an assignment or engaging in forum work.

Student Support

Success Essentials

Rutgers resources can serve as supports for student success.
A clearinghouse "Success" website provides links to a variety of resources:
https://success.rutgers.edu/

Visit this area when you need to know where to go for:
- financial assistance
- counseling and other wellness opportunities
- feeling safe and getting urgent needs met
- tutoring, study groups, academic skills coaching and mentoring
- help building connections and joining Rutgers communities
- career development

SMLR Career Services

SMLR also offers career counseling and many other career related support:
https://smlr.rutgers.edu/career-services

Students with Disabilities

Need a disability-based accommodation? To learn more about what the Office of Disability Services offers and to apply for a letter of accommodation:
https://success.rutgers.edu/resource/disability-services
https://ods.rutgers.edu/

Schedule by Week

Unit I: Introduction to Organizational Behavior

Weeks 1 & 2 **Introduction to the Course**

Organizational Behavior: Employee and Organization Perspectives and Relationships

Reading

Selected sections of: Course Text:
Chapter 1 (1 – 1 – a, b, c What is Organizational Behavior?

Selected sections of: Smith, P. E., Yellowley, W., & McLachlan, C. J. (2020). Organizational Behaviour : Managing People in Dynamic Organizations.
(Accessed through the RU library)
1 Introduction: the meaning of organizational behaviour
2 Differing perspectives on organizational behaviour
3 Theory and practice in organizational behaviour
4 Levels of organizational behaviour
5 The employment relationship
There are recommended resources for students to connect how topics associated with organizational behavior connect with what's going on in society and the world of work now. (For Introduction Essay)

Assignments

Week 1:
Attending to Canvas Account Information
Essay: Introduction to Organizational Behavior: Initial Reflections
Week 2:
Forum 1 Topic: Employee and Organization Perspectives and Relationship

Week 3 **Contemporary Organizational Considerations**

Reading

Selected Sections of:
Course Text Chapter 2
Chapter 2 Overview PowerPoint

2 – 2 Globalization and Business; 2 – 3 Technology and Business; 2 – 4 Ethics and Corporate Governance; 2 – 5 New Employment Relationships

Selected Sections of: Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). Organizational Behavior : An Evidence-Based Approach. 14th Edition.
Chapter 2: Environmental Contest: Globalization, Diversity , and Ethics
Diversity in the Workplace: 27 – 38
(Accessed through the RU Library - https://ebookcentral-proquest-com.proxy.libraries.rutgers.edu/lib/rutgers-ebooks/detail.action?docID=6483577)

Videos
Discrimination vs. Affirmative Action
Ethnocentrism vs. Ethnorelativism
Sexual Harassment
Ethical Ladder (Criteria for making ethical decisions)

Assignments
Portfolio I –Part 1: Diversity Awareness (Due week 6)
Forum #2 - Develop essay on a contemporary topic in organizations for use in forum 2. Essay is due in Forum 2 by the end of week 3.

Week 4 Organizational Culture
Reading
Course Text: Chapter 15
Chapter 15 Overview PowerPoint

Videos
Elements of Culture

Assignments
Forum 2 – Topic: The Contemporary Organization and Organizational Culture
Note: Responses involve critical thought on how organizational culture will impact the highlighted contemporary issues in organizations that were explored week 3.
Test Yourself 1 - Organization Culture

Unit II: Individual Behaviors and Processes in Organizations
Week 5 Individual Characteristics
Reading
Course Text: Chapter 3
Chapter 3 Overview PowerPoint

Videos
Big 5 Personality Factors
Myers-Briggs Traits

Assignments
Portfolio I – Parts 2 & 3 Locus of Control; What is Your Learning Style? (Due week 6)
Test Yourself 2 Individual Characteristics

Week 6 Portfolio 1 Work Week
Portfolio 1 Parts 1 - 3 Due this week.

Week 7 **Individual Values, Perceptions, and Reactions**
> **Reading**
>> Course Text: Chapter 4
>> Chapter 4 Overview PowerPoint
>>
>> For Forum 3 Participation:
>> Select sections of 1 of the following 3 articles:
>>
>> Woznyj,, H.,, Shanock, L.., Heggestad, E., & Long, S. (2017). What Did You Mean by That? Justice Implications of Interpersonal Interactions for Latino/as. *Journal of Latina/o Psychology*, 5(3), 195-212. doi:10.1037/lat0000073
>>
>>> Required Excerpts: p. 195 - 199
>>> Introduction (about Latino/as), p. 195 - 196
>>> Organizational Justice, Interpersonal Justice, Informational Justice p. 196 - 199
>>
>> Caleo, S. (2016). Are Organizational Justice Rules Gendered? Reactions to Men's and Women's Justice Violations. *Journal of Applied Psychology*, 101(10), 1422-1435. doi:10.1037/apl0000131
>>
>>> Required Excerpts: p. 1422 - 1424
>>> Introduction, Organizational Justice Rules, p. 1422 - 1423
>>> Prescriptive Gender Stereotypes, Integration of Organizational Justice and Gender Stereotypes, p. 1423 - 1424
>
> **Video**
>> Perception
>
> **Assignments**
>> Portfolio II – Part 4: Do You Follow Your Feelings? (Due week 10)
>> Forum 3 Topic: Perception of Fairness, Justice and Trust in the Workplace
>> Test Yourself 3: Individual Values, Perceptions, and Reactions

Unit III: Social and Group Processes in Organizations

Week 8 and 9 **Groups & Teams** *(Wrapped around Spring Break)*
> **Reading**
>> Course Text: Chapter 7
>> Chapter 7 Overview PowerPoint
> **Videos**
>> Stages of Team Development
>> Team Cohesiveness
> **Assignments**
>> Forum 4 – Topic: Theory and Real-World Teams
>> Portfolio II Part -5: What Is Your Preference for Teamwork? (Due week 10)
>> Test Yourself 4: Groups and Teams

Week 10 **Decision Making and Problem Solving**
> **Reading**
>> Course Text: Chapter 8
>> Chapter 8 Overview PowerPoint

Knight-Wallace, C. (2017). Burn the Popcorn: Brainstorming Myths. *Journal for Quality & Participation*, 40(2), 30-34.

Videos

The 5 Whys
  MindTools
Rational vs. Realistic Decision Making
Certainty/Uncertainty

Assignments

Portfolio II -Part 6: How Do You Approach Decisions?
Portfolio II Parts 4 - 6 due this week
Test Yourself 5: Decision Making and Problem Solving

Week 11 **Communication**
Reading
Course Text: Chapter 9
Chapter 9 Overview PowerPoint
Videos
Channel Richness
Communication Process
Internet
Upward, Downward, Horizontal, Diagonal Communication
Assignments
Portfolio III – Part 7: Listening Self-Assessment (Due week 13)
Test Yourself 6: Communication

Week 12 **Conflict and Negotiation**
Reading
Course Text: Chapter 10
Chapter 10 Overview PowerPoint

For Forum 5:
Students read all and choose 2 to use when developing initial comment and peer-to-peer replies.

Babcock, L., & Bear, J. (2017). 10 Myths About Negotiating Your First Salary. *Harvard Business* Review Digital Articles, 2-4.

Jones, K. (2016). Gender Can Be a Bigger Factor than Race in Raise Negotiations. *Harvard Business Review* Digital Articles, 2-6.

McKeown, G. (2015). Prioritize Your Life Before Your Manager Does It for You. *Harvard Business Review* Digital Articles, 2-5.

Molinsky, A. (2016). The Two Conversations You're Having When You Negotiate. *Harvard Business Review* Digital Articles, 2-4.

Wiltermuth, S. (2015). When You Shouldn't Try to Dominate a Negotiation. *Harvard Business Review* Digital Articles, 2-4.

Videos
Conflict
Integrative Negotiation

Assignments

       Portfolio III - Part 8: Your Preferred Conflict Management Style (Due week 13)

       Forum 5 – Employee Negotiation

       Test Yourself 7: Conflict and Negotiation

Week 13 Power, Influence, and Politics

Reading

       Course Text: Chapter 13

       Chapter 13 Overview PowerPoint

Assignments

       Portfolio III – Part 9: How to Gain Power and Influence People

       Portfolio III Parts 7 - 9 Due this week.

       Test Yourself 8: Power Influence and Politics

Week 14 Modern Leadership Approaches

Reading

       Course Text: Chapter 12

       Chapter 12 Overview PowerPoint

Videos

       Path/Goal Theory

Assignment

       Test Yourself 9: Modern Leadership Approaches